

DD/A Registry

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MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Agency Employee Survey

REFERENCE : Memo for DCI fr D/Pers, dtd 21 Oct 76,
re same subject

1. Action Requested: None; for information only.
2. An overview report of the results of the first Agency-wide employee survey was attached to the reference. That overview report contained information about employee perceptions on the effectiveness of actions taken toward implementing changes in Agency personnel management practices, but it did not distinguish demographic characteristics such as employee career service affiliation, age, grade, etc. The reference suggested that further analysis by different demographic groupings might offer leads to personnel management problems not disclosed in the overview. We believe this report offers information helpful to that end.
3. Although subject to Agency guidelines, each Deputy Director is charged with implementing and administering personnel management programs within his area of responsibility and each approaches his task somewhat differently from the others. Since directorate (career service) personnel management practices vary somewhat, we thought it would be helpful to you to learn of the perceptual differences among employees of the five career services.
4. The attached report offers an inter-career service comparison of employee attitudes with emphasis given to those areas where survey results raise a question on the need for additional managerial attention. Each career service is compared with the others in much the

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same way as was done in the overview report in which CIA was compared with other Federal agencies, i.e., we establish how much more favorably or unfavorably employee attitudes on a particular question are in the DDO, for example, when compared with Agency employee attitudes at large. The report is limited to the consideration of a selected number of those survey questions where, according to the respondents' career service designations, statistically significant differences among employee responses were found.

5. This report constitutes the second of three to be derived from the employee attitudinal survey. The overview was the first. The third will constitute individualized analyses for the heads of career services. It is intended that the feedback provided through the third multi-part report will serve to assist management officials as they consider possible modifications to their existing personnel management programs.

(Signed) F. W. M. Janney

F. W. M. Janney

Attachment

Distribution:

Orig - Adse
1 - DDCI
1 - ER
2 - DDA
1 - D/Pers
1 - OP/RS

OP/P&C [REDACTED]
Retyped:OD/Pers:bkf (22 Apr 77)

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Report
Employee Opinion
by
Career Service Affiliation
Agency Employee Survey
Summer 1976
(A Comparison)

1. This report is based on data taken from the Office of Personnel opinion survey conducted in the summer of 1976 which randomly sampled of the Agency's staff employee population.* Some 74 percent of those surveyed responded. Being representative of employee opinion Agency-wide, the survey results have significance. The validity of this assertion is supported by the fact that employee responses are evenly distributed in proportion to staff employee strength levels by age, grade, sex, etc. Further, the survey reached employees wherever their location:

<u>Location</u>	<u>%Employee Respondents</u>	<u>%Agency ODS**</u>
Headquarters Building	<input type="text"/>	
Washington Metro Area	<input type="text"/>	

* See: Overview of the Results of the OP Management Opinion Survey
dtd 21 Oct 76

** On duty strength (staff employees) as of 31 Aug 76

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<u>Career Service</u>	<u>Number Respondents</u>	<u>% Agency ODS</u>
DDO		
DDA		
DDI		
DDS&T		
ODCI		
Total		

25X1

25X1

(The value  represents the grand total of survey respondents who identified their career service.)

2. Survey data were computer processed using a statistical package program. An estimate was obtained on the level of significance of differences in employee responses by selected demographic groups. In this report, reference is made to the test of significance which established whether the observed difference in responses among the five career services was of such a magnitude that it could not be attributed to chance factors. No reference is made to survey questions where differences in employee responses according to career service affiliation had comparatively little statistical significance. Neither is an effort made here to offer an analysis or explanation as to why significant differences exist in employee responses to selected survey questions; rather, emphasis is placed on noting where the more significant differences do occur among career services and in identifying, where possible, employee groupings within a career service most likely influencing this finding.

3. Percentages, as such, are infrequently used in this report because it is difficult to determine when a percentage deviation from the norm is significant. All Agency staff employees responding to a question make up the total sample which serves as the reference (norm). The norm in this instance refers to the mean (average) percentage of respondents answering "yes" to a survey question posed, without regard for background characteristics such as career service, age, education etc.

4. The percentage of "yes" answers by employees of each of the five career services to each questionnaire item is converted into a standard score which reflects the relative deviation of the career service percentage figure from the Agency mean percentage figure based on a normal distribution. This standard score is converted to a centile to establish the point in distribution above which and below

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which any given percent of cases falls. The centile depicts each career service's relative position in the Agency with respect to the item in question. For example, a DDO Career Service centile score of 75 indicates that in only 25 times out of 100 would Agency employees at large respond more positively, i.e. with more 'yeses' to the question, than DDO Careerists. In this regard it should be noted that in certain instances a low centile score is the more preferred position. To illustrate, consider the question "Do higher level employees do too much lower level work?": a career service centile score of 10 would indicate that in marked contrast to the opinion of Agency employees at large, employees in that career service believe higher level employees do not do too much lower level work, i.e., significantly fewer employees in that career service answered 'yes' to the question.

5. It should be remembered that actual measured differences in mid-centile range, 40-60 for example, are not as great as the actual measured differences of the centile ranges 1 to 21 and 79 to 99, because frequencies are much greater in the center of a normal distribution than they are at the extremes. The following guide is provided for interpreting centile information.

Centile	1-15 (significantly below the average response)
"	15-30 (borderline)
	30-70 (typical or average response)
	70-85 (borderline)
	85-99 (significantly above the average response)

6. Before addressing individual personnel program areas per se, an evaluation of the overall success the Agency has had in implementing or managing personnel programs is worthwhile. This evaluation, of course, is from the employees' perspective and is not intended to imply findings based on hard data nor a complete personnel management evaluation effort. A comparison of career service attitudes to the question follows:

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SECRETCENTILE SCORE

DDO DDA DDI DDS&T ODCI

Do you feel the Agency
has made improvements in
personnel management
methods and operations
in the past 2 years?

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The DDA stands out in its assessment of Agency success in improving its personnel management methods and operations. Although employee response generally is favorable, in comparison to employees of other career services DDA careerists are even more inclined to answer the question favorably. (Many personnelists and other administrative employees had been aware of the efforts being made to improve Agency personnel management practices, and this may have influenced a more positive attitude on the part of DDA survey participants.)

CENTILE SCORE

A. MANPOWER UTILIZATION/WORK
ORGANIZATION

DDO DDA DDI DDS&T ODCI

1. Are you given enough work to do?
2. Are you given too much work to be able to do a good job?

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25X1

It is apparent that employee opinion in the DDO indicates a need to look at Directorate manpower utilization. The DDO stands quite alone when compared to the other directorates. Survey data suggest DDO employee perceptions are the same "across-the-board," i.e. all grade and age groups share this appraisal to about the same extent. This observation should not be construed to mean that the prevailing attitude of employees in the DDO is that of not having enough work to do; in comparison to other Agency employees, however, DDO careerists are much more inclined to hold that opinion. Higher graded employees, at GS 12 and above levels, in the E Career Service tend to feel they have too much work to be able to do a good job.

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CENTILE SCORE

B. CAREER DEVELOPMENT/EMPLOYEE
COUNSELING

DDO DDA DDI DDS&T ODCI

3. Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?
4. Are you encouraged to develop your skills and abilities?
5. Do you feel free to discuss your career interests or problems with a career counselor?
6. Do you feel that your Career Service provides satisfactorily for employee career development needs?
7. Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Organization employee?
8. Do you feel the Agency's career counseling services are satisfactory in meeting employee needs?
9. Do you feel the Agency's counseling service related to on the job problems (supervisor, safety materials, equipment, etc.) are satisfactory in meeting employee needs?

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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

10. Do you feel the Agency's counseling services related to problems of cover, security, conflict of interest, etc. are satisfactory in meeting employee needs?
11. Do you feel you would jeopardize your standing in your Career Service if you responded to a vacancy notice?
12. Do you believe the Agency vacancy notice system works satisfactorily?
13. Is there adequate opportunity for rotational assignments to other positions in your Career Service?

25X1

As reported in the overview, the personnel management program area of employee career development and counseling is one of considerable concern to a large number of Agency employees, therefore high centile scores should not be interpreted to mean employees are in reality quite satisfied with their particular service's career management program. That fact aside, it may be noted in comparison that the DDO, with one exception, is unfavorably low in this area. The exception is that DDO employees feel more free to discuss their career interests or problems with a career counselor than do other Agency employees. Apparently the issue for many DDO employees relates more to the ability or willingness of DDO career counselors to provide help and assistance rather than employee reluctance to seek such counsel.

Although DDA employees stand clearly above other Agency employees in holding the opinion that their service has been helpful in providing assistance on matters related to their career, some interesting findings may be observed: DDA employees, in comparison to others, believe they are not particularly encouraged to make use of their skills and abilities and are, by and large, much more anxious about jeopardizing their standing in the career service by responding to vacancy notices.

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A word also should be said with respect the ODCI area. Centile scores for the ODCI Career Service may very well reflect the fact that for all practical purposes components of the ODCI are relatively small, independent offices whose functions provide little common ground. This being the case, problems related to employee career management in the ODCI Career Service differ considerably and may be more complicated than those in other career services. This makes it rather difficult to interpret ODCI survey results with respect to many questionnaire items. For example, nearly 11 percent of the E respondents indicated "not applicable" to question 5; and 9 percent claimed question 7 was "not applicable." It might be inferred that many employees in the ODCI area do not feel they really belong to a career service.

CENTILE SCOREC. PROMOTIONS/PERFORMANCE
EVALUATION

DDO DDA DDI DDS&T ODCI

14. Do you understand your Career Service (Career Sub-Group) Promotion system?
15. Do you think that promotions are given fairly in your Career Service (Career SubGroup)?
16. Are you aware of the criteria upon which your supervisor determines your fitness report rating?
17. Has your LOI helped you to better understand your job?
18. Do you understand your Career Service comparative evaluation system?
19. Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?

25X1

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An interesting and rather curious finding may be noted with respect to questions #14 and #15. In sharp contrast to the DDI and DDS&T services, careerists in the DDO and DDA claim to understand their respective promotion systems and yet to a significant degree are less inclined to feel that promotions are given fairly. The reverse occurs with the DDI and DDS&T, i.e. while claiming relative ignorance of their career service promotion systems, careerists in the DDI and DDS&T are more inclined to hold the opinion that promotions are given fairly. It appears that claimed understanding of a promotion system does not necessarily result in an endorsement of that system, and vice versa.

The DDO has been more successful in promulgating performance evaluation criteria among its employees and in its application of the Letter of Instruction (LOI). The LOI, of course, is a tool intended to help employees better understand what is expected of them in their jobs. The ODCI and DDS&T show up quite poorly in the use of the LOI. (Note: Some 16 percent of ODCI respondents claim the LOI does not apply to them; this provides further evidence that the interpretation of ODCI centile scores is fraught with problems.)

With respect to comparative evaluation systems, the DDA has succeeded more than other services in acquiring employee understanding and knowledge of its system.

D. EQUAL EMPLOYMENT OPPORTUNITY

Some 62 percent of the respondents to the employee survey express the opinion that the Agency is making progress in pursuing its EEO Program. Less than 50 percent, however, feel that racial minority groups and females receive the same treatment as other employees. About 20-25 percent of respondents are unsure on this question, and over 25 percent indicate that racial minorities and females are treated better or worse than other employees. The following depicts career service attitudes on the subject:

CENTILE SCORE

25X1

DDO DDA DDI DDS&T ODCI

20. Are employees from racial minority groups generally treated better than other employees in your career service?
(Total "yes" Response: 24%)

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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

25X1

21. Are female employees generally treated worse than other employees in your career service?
(Total "yes" Response: 22%)
22. Do you think the system for handling discrimination complaints is effective?
(Total "yes" Response: 18%)
23. Do you believe better job opportunities on a fair competitive basis have been denied you because of your race?
(Total "yes" Response: 4%)
24. Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?
(Total "yes" Response: 11%)
25. Do you feel the Agency is making progress in providing equal employment opportunities for all employees?
(Total "yes" Response: 62%)

DDO and ODCI respondents are more inclined than respondents from the other services to hold the opinion that minority group members are treated worse than other employees in their respective career service. DDA respondents take a somewhat opposite view: they tend to feel that minority group members are treated better than other employees. This observation is made first to acknowledge the fact that at least 25 percent of the survey respondents feel that minority group employees are treated differently than other Agency

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employees, and second, to establish the direction of employee attitudes about this different treatment, i.e. are minorities treated more favorably (better) or more unfavorably (worse) than others?

Racial representation in the survey is at the 12-13 percent level for all career services except ODCI which has less than a dozen careerists belonging to a racial minority. Female representation is much larger, about the 30 percent level.

CENTILE SCORE

E. COMPENSATION/RECOGNITION

DDO DDA DDI DDS&T ODCI

25X1

26. Is your pay fair for the job you do?

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25X1

Although there is significantly less satisfaction with the fairness of pay in the DCI area as compared with other career services, two factors should be considered: 1) the ODCI sample of ☐ employees includes 21 percent supergrade level and 35 percent clerical level (GS 5-8) employees and, of these, 80 percent of the supergrade and 52 percent of the GS 5-8 respondents are not satisfied with their pay; 2) at the time the survey was conducted, 45 percent of the total supergrade respondents felt their pay was unfair, but the Federal pay raise for supergrade personnel had not yet been approved and was long overdue. Among the other four career services, DDO respondents are least inclined to feel their pay is fair.

It is possible that a correlation exists between responses on the fairness of pay and employee assignment practices. In varying degrees, the career services place employees in personal rank assignments (PRA's) wherein the grade of the individual exceeds the grade of the position encumbered. (N.B. PRA's are most common and numerous in the DDO.) On the other hand, many more employees occupy positions which offer headroom, i.e. the grade level of the position is higher than the incumbent's grade. Although the questionnaire was not designed to ascertain attitudes regarding position-incumbent grade matches or mis-matches per se, it is reasonable to expect that employees' views on fairness of pay would be affected by their experiences vis-a-vis career service employee assignment practices.

Differences are not especially significant among the attitudes of employees of the various career services toward: 1) the use of

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Quality Step Increases; 2) being given credit for doing a job well; and 3) the Agency's Honor and Merit Award programs.

F. WORKING CONDITIONS

From time to time, Agency components change physical locations and career service affiliation, and there is continuing employee movement via transfer, etc. Thus, it becomes difficult to draw necessarily meaningful conclusions about employee attitudes toward working conditions. The fact that each of the career services does have employees dispersed to various locations, however, permits some comparisons to be made with respect to employee feelings on this subject. The following chart shows the percentage of survey respondents, by career service affiliation at designated locations.

<u>Career Service</u>	<u>Hdqtrs.</u>	<u>Metro Area</u>		25X1
DDO				25X1
DDA				
DDI				
DDS&T				
ODCI				

Several working conditions were itemized in the questionnaire, and those listed here reflect the greatest significance with respect to career service differences in employee perceptions. In reviewing the centile scores it should be noted that over one-half of those surveyed feel the working conditions at their particular job location are satisfactory.

27. Would you rate the following satisfactory at your job location?

	<u>CENTILE SCORE</u>					
	DDO	DDA	DDI	DDS&T	ODCI	
Cleanliness						25X1
Eating Facilities						
Parking						
Temperature						
Space						

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Unfortunately, these centile scores have very limited meaning because they encompass the attitudes of employees who are scattered worldwide. Restricting career service comparison of employee attitudes to those persons employed locally may prove to be more illuminating. Three of the services are reasonably well represented in the Headquarters Building and in the Washington Metro Area, but the fact is that the DDO and ODCI populations in the latter instance are rather small. Because centile scores can be misleading when small populations are involved, caution should be used in drawing conclusions. In addition, many different buildings and locations are included in the category "Metro Area" and there are rather significant differences among them.

CENTILE SCORECleanlinessEating FacilitiesHdqtrs. Bldg. Metro AreaHdqtrs. Bldg. Metro Area

DDO

DDA

DDI

DDS&T

ODCI

25X1

ParkingTemperatureHdqtrs. Bldg. Metro AreaHdqtrs. Bldg. Metro Area

DDO

DDA

DDI

DDS&T

ODCI

25X1

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SECRETSpaceHdqtrs. Bldg.Metro Area

DDO

DDA

DDI

DDS&T

ODCI

25X1

With the exception of space and temperature, DDO respondents are less inclined to be satisfied with working conditions at the Headquarters Building. DDA respondents from Headquarters are generally more favorable in their assessment of working conditions, although the matter of vehicle parking represents an exception. Temperature and space prove to be major concerns of DDI respondents. The DDS&T employees show considerable variance in attitudes toward working conditions at Headquarters.

CENTILE SCOREG. GRIEVANCE/ADVERSE ACTIONS

DDO DDA DDI DDS&T ODCI

28. Are you confident you know what a grievance is?
29. Have you not taken action on a grievance because you thought to do so might work against your best interests or because you thought nothing would be done about it anyway?
30. Do you understand the difference between being declared "surplus" and being identified for "selection out"?

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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

31. Do you understand how people in your Career Service are identified for selection out?
32. Do you understand the procedures where you work for declaring certain employees to be..."excess to the manpower requirements of (their) Directorate or independent office"?

--

25X1

Considerable variance exists among the career services as to employee understanding about grievances and involuntary separations such as the Agency's selection out and surplus programs. Although such matters are not necessarily uppermost in employees' minds, knowledge of Agency policy, particularly as learned through individual career service programs, serves the interests of management-employee relations.

H. MORALE

Employee morale is determined by many elements, e.g. job satisfaction, working conditions, advancement opportunities, etc. The question on morale was posed in the framework of the impact of Congressional investigations on the Agency, so it must be assumed this weighed heavily in determining employee response. About one-half of the survey respondents described the overall level of morale in their component as either high to very high or low to very low. Taking the 27 percent of the respondents who described component morale in the high range and the 22 percent who described morale in the low range, the following comparison by career service is offered.

CENTILE SCORE

DDO DDA DDI DDS&T ODCI

Employees who feel component morale is high-very high

Employees who feel component morale is low-very low

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The DDO Career Service stands below the other services on the question of employee morale, while the DDI and DDS&T survey respondents give the most favorable assessment of morale in their respective areas. Survey data suggests that DDO morale is higher abroad than locally, while the opposite tends to be true in the DDA. Morale may be a bit lower for those located in the Washington Metropolitan Area than for those in the Headquarters Building, particularly among employees in the DDI and the DDS&T, but there does not appear to be a significant difference.

CONCLUSIONS:

The DCI area is atypical among the career services and it is difficult to assess the situation prevailing in the ODCI in the same terms as the other services. The expectations of ODCI employees, while probably similar to those elsewhere, may be influenced by the smallness of their components and the disparity of their functions.

The DDO may have manpower utilization problems worthy of special attention. The fact that this service took the brunt of criticism from the media and the various investigatory bodies may have exacerbated the amount of employee "downtime", i.e. employees not having enough work to do. While feeling free to discuss matters with career counselors and professing to be comparatively knowledgeable of the DDO promotion system and fitness report process, DDO employees remain less than satisfied with their career management. Certainly, they hold this feeling more than other Agency employees.

The DDA Career Service in comparison to the others has been the most successful in reaching its employees in terms of helping them to understand many aspects of various DDA personnel management programs. It is true, of course, that employees in the DDA Career Service, particularly those of the Office of Personnel, more commonly deal in this subject area and thus may be more sensitized to it.

There is, however, the curious fact that DDA employees are among those who hold the least confidence in the fairness of the promotion process, and are most anxious about the possibility of jeopardizing their status in responding to vacancy notices.

The career counseling programs in the DDI and DDS&T Career Services are not functioning in a way which is impacting very favorably on employees in those services. Also, by comparison, the DDI and DDS&T services have not succeeded in educating their employees to their promotion or comparative evaluation systems. In view of that finding, it is somewhat puzzling that employees in these same components rate fairness of promotions so positively, - more so than employees in the other services. Personnel management areas involving

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grievances and adverse actions are not as well understood by DDI and DDS&T careerists as by those in the other services.

Finally, a few words about morale in the Agency and the impact of EEO initiatives. Since the subject of morale was specifically addressed in another survey (See: Memo for DCI dtd 14 Jan. 1977, subj: Agency Middle Level Manager Survey), it will be said only that on a career service basis DDO morale is the lowest. DDO careerists also seem comparatively less satisfied about EEO practices. In this regard, DDA careerists are evidencing a measure of what might be described by some as "backlash", i.e., they are somewhat more inclined to the view that racial minority groups generally are treated better than others.

To summarize briefly, the individual career services differ rather significantly in some instances in terms of employee perception about the effectiveness of career service personnel management efforts. Each service has its own set of employee concerns, although some are common to all, e.g. career management and counseling. Employees have been informed of the results of the survey, (HN [redacted] dtd. 27 Dec. 1976) and have been assured that management actions addressing these concerns are forthcoming.

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This survey, - the first of its kind, - provides a benchmark or base line for future evaluation and comparison of career service personnel management practices.

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76-237/10

21 OCT 1976

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Agency Employee Survey

REFERENCE : Memo for DCI fr D/Pers dtd 22 Apr 76, same subj.

1. As indicated in the reference, the purpose of the recently conducted Agency Employee Survey was to discern the employees' perception of the effectiveness of actions taken by management in implementing personnel management policies and procedures approved over two years ago. We have no basis for comparison with Agency-wide employee attitudes of a previous time period, but we do have significant information on how current personnel programs are perceived by employees. In direct response to the question "Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?", more (41%) said Yes than said No (21%). Although this does not constitute a majority, it can be said that a sizeable number of Agency employees do believe something has happened or is happening for the better in the area of personnel management. The fact remains, however, that in the eyes of employees the effort made by management has not been overly impressive. You might be interested in exactly how Agency employees reacted to these survey questions which covered some 11 personnel program areas. For ease of reference, we have attached a completed survey form noting the percentage responses of the employees sampled to each specific survey question.

2. Approximately [] of the employee population was surveyed, i.e. [] of each Career Service was provided a questionnaire. The Office of Personnel, Plans Staff and the Psychological Services Staff of the Office of Medical Services jointly tallied survey returns and analyzed the data. The returns as of the middle of September numbered [] respondents. Replies continue to trickle in, especially from overseas. The particulars are contained in the attached report, the analysis of which is limited to the major findings of the survey as it relates to the Agency as a whole. It is quite possible that a

further analysis of employee perceptions by different demographic groupings might offer leads to possible personnel management problems not necessarily alluded to in the report. There is much material to review. For example, nearly half of the respondents offered written comments varying in length from one phrase to several type-written pages. The Plans Staff and Psychological Services Staff will cooperatively complete a more in-depth survey analysis, noting significant differences among Directorates, age groups, etc. This will be the subject of a future report.

3. As you know we are committed to reporting results of the survey to Agency employees. One of our first priorities will be to accomplish this task. The feedback, in timely fashion, of survey results yields positive results in most instances with respect to employee willingness to participate in future evaluation efforts. Each employee is eager to learn whether his/her feelings are representative of other Agency employees. In reporting survey results we have to be careful not to arouse employee expectation for management actions which may be neither contemplated nor possible. For this reason we propose to draft a tentative report, possibly in the form of an Employee Bulletin, for your consideration and consent. In this way we will have the opportunity to stress any courses of action that you might favor after further study and evaluation.

4. The attached report has addenda, the first of which contains a comparison of Agency survey results with questions developed and used by the Civil Service Commission's Bureau of Personnel Management Evaluation. We incorporated about 65% of the Commission survey in the Agency survey. This permits us to evaluate Agency employee response in comparison to other Federal employees. The second addendum provides a summary analysis of the large volume of written comments made by survey participants along with examples. It is worth noting that analysis by a summer intern employee, experienced in the use of employee surveys, but new and totally uninitiated in Agency methods and procedures provided a "disinterested" approach to the evaluation of this material. It is fair to say that her observations were made without prejudice.

5. You may recall that at your request several questions were added to the survey dealing with the impact of recent events, investigations, etc. on morale. For this reason the matter is given a special section in the report. In addition, you also approved a special survey of mid-level managers to ascertain their views on key indicators such as employee productivity, motivation and quality of effort. As we plan to conduct this survey within the next several

weeks, in a short time we will have available a good perspective of the attitudes of both supervisors and employees about working in the Agency and the effect of various factors on their willingness and ability to do their jobs.

/s/ F.W.M. Janney

F. W. M. Janney

Att.
As Stated

Distribution:

Orig 1 - DCI
1 - DDCI
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OP/P&C/PS cmc (14 Oct 1976)